

Planning a responsibility campaign for Alko Inc.

Ada-Maria Wäck

Author(s) Ada-Maria Wäck	
Degree programme International Business	
Report/thesis title Planning a responsibility campaign for Alko Inc.	Number of pages and appendix pages 27 + 5
<p>This thesis is a study into marketing and more specifically into marketing planning. The purpose of the thesis is to create a campaign in order to raise the responsibility image of Alko Inc. within the target group of young adults.</p> <p>The objective of this thesis is to create a campaign concept for Alko Inc. The background of the campaign is a marketing competition called Adprofit Junior, where young marketing professionals compete against one another by creating a coherent campaign plan for a societal organization. The case organization changes every year.</p> <p>The theoretical framework of this study lies in marketing and forms the basis for the project. Instead of concentrating on marketing as a driver for profit and sales, a societal approach is embraced.</p> <p>Two different marketing communication models are presented and analysed in order to create a new model as a synthesis of these two. This customer-driven planning model created in the theoretical section is used to generate the project tasks in order to create a coherent campaign entity as the outcome of this project.</p> <p>In conclusion, the new model created for the project in alignment with the theory is an efficient way to plan a customer-driven campaign. The campaign created as the outcome of this project acquired the first place in the competition, awarded by Alko and Mainostajien Liitto.</p>	
Keywords Customer value-driven marketing, societal marketing, convergence planning, cross communication planning	

Table of contents

1	Introduction	1
1.1	Background.....	1
1.2	Objectives	2
1.3	Demarcation	2
1.4	International aspect.....	3
1.5	Anticipated benefits.....	3
1.6	Risks.....	4
1.7	Key concepts	4
1.8	Company introduction	5
2	Marketing	6
2.1	Understanding the marketplace and customer needs.....	6
2.1.1	Customer wants, needs and demands	7
2.1.2	Market offerings and customer value.....	7
2.1.3	Exchanges, relationships and markets	8
2.2	Designing a customer value-driven marketing strategy	9
2.2.1	Production, product and selling concepts	9
2.2.2	Marketing and societal marketing concepts.....	9
2.3	Preparing an integrated marketing plan and building customer relationships	11
3	Marketing communication planning	13
3.1	Convergence planning model.....	13
3.2	Cross communication planning model.....	14
3.3	Summary of communication planning	16
4	Project implementation.....	18
4.1	Defining the objectives	18
4.2	Creating insight.....	19
4.3	Building the core idea.....	20
4.4	Creating the campaign strategy	21
4.5	Defining the tactics for activation.....	22
4.6	Analysing the performance	23
5	Discussion.....	24
5.1	Evaluation	24
5.2	Further research	24
5.3	Summary	25
5.4	Reflection on learning	25
	References	26
	Appendices.....	28
	Appendix 1. Qualitative questionnaire	28

1 Introduction

This thesis is a product-oriented academic paper produced for a case company. This chapter introduces the background of the thesis by defining the project objective and the project scope as well as defining the key glossary regarding this paper. Moreover, this chapter presents the commissioning company and the benefit the product brings to the company.

The theoretical framework is presented in the second chapter followed by the third chapter presenting two different models used within marketing industry in global companies across the globe. Next, in the fourth chapter the project implementation is explained. Finally, the work is evaluated with suggestions for further research in the last chapter.

1.1 Background

The background of this academic paper is pragmatic as the outcome of the product-oriented paper is a responsibility campaign concept for a societal company. Marketing theory as well as two marketing communication planning models are discussed and further developed to be utilized in the empirical part in chapter 4.

This project is based on a marketing competition case from Mainostajien Liitto (advertisers union). The annual competition is called Adprofit Junior and it is based on profitable marketing. Young marketing professionals are taking part in the teams of two and creating a competition entry based on a brief received from the case company. The commissioning company changes each year.

I took part in the competition with a colleague from the same organization as this is a huge opportunity to expand our marketing experience and expertise with a wider scope of creative planning. Furthermore, experience in different marketing competitions strengthens the knowledge base and gives tools for further projects.

As my in-depth marketing and advertising knowledge is basically grounded from very pragmatic work experience rather than textbooks this was a perfect opportunity to see how theory can be empirically adapted to create a concrete model and utilize it in practise. Furthermore, the theory applied well to the societal case company.

1.2 Objectives

The product objective is to create a campaign concept for Alko Inc. The campaign is expected to form a coherent entity, consisting of both media planning and creative elements. Therefore, two complementary marketing communication planning models are presented in the theory in chapter 3 and a new model in synthesis of this theory is presented in chapter 4. Five product tasks are generated of the created planning model. (Table 1.)

The planning process starts in compliance with the convergence planning model with objective definition and continues with more creative approach based on the cross communication model. The second task is to create campaign insight followed by building the core idea. Creating the campaign strategy is once again followed by the principles of the convergence planning model, but task five is a synthesis of both of the two models. The last step is to analyse performance which is applied to the model by utilizing the convergence planning model.

Table 1. The overlay matrix

Task number	Task description	Theoretical model
Task 1.	Defining the objectives	Convergence planning model
Task 2.	Creating insight	Cross communication model
Task 3.	Building the core idea	Cross communication model
Task 4.	Creating the campaign strategy	Convergence planning model
Task 5.	Defining the tactics for activation	Both models in synthesis
Task 6.	Analyze performance	Convergence planning model

1.3 Demarcation

The paper is demarcated to cover the top layers of marketing with an in-depth approach to communication planning by utilizing the marketing theory presented in chapter 2. Even though the theory covers marketing by reflecting it strongly against sales and products our approach is demarcated to the ultimate customer value created through powerful experiences with no intention to direct sales in the background.

The final product of this project is a campaign for Alko. The work consists of a single campaign entity rather than plan the entire marketing function of Alko. However, the campaign concept can and is recommended to be leveraged later on for future marketing and advertising activities.

1.4 International aspect

The entire campaign concept has been built based on a global approach. The objective was that even if the marketing concept is created for a Finnish organization the campaign idea is universal and could easily be exploited in any market around the world. The universal campaign idea is based on an insight of a global phenomenon and would be applicable in other markets as well. However, it is likely that it would need some adaptation to the cultural context.

Another international angle derives from the communication planning models presented in chapter 3. There are two different planning models, one designed for an advertising agency and the other for media agencies to create media strategies. Both models are built based on global experience and best practises of diverse team. The outcome is a unified marketing communications model that can be utilized in different markets around the world with slight modifications to fit the need of the market.

1.5 Anticipated benefits

The benefit gained through this academic paper is the ability to synthesize information in order to create something own. The main outcome of the academic paper is a consumer-driven planning model presented in the empirical part in chapter 4. This model is applied to produce the final outcome of the project with successful results.

The benefits achieved from this project are mutual as both the commissioning party and the competing team gain either from the process and experience or the final outcome of the project. What the company benefits from the outcome is fresh, new ideas from external resources within the target group and the possibility to trial these ideas into practise. Furthermore, the outcome of the project gives Alko diverse tools for future campaigns and marketing activities.

The value for the competing team, on the other hand, derives from the entire learning experience. The process and tasks are outside of the traditional comfort zone of media planning and buying representing a movement towards a new approach of more creative thinking. This is a valuable approach and toolset to adopt. In addition, another key learning is more pragmatic but equally valuable, i.e. the ability to question and criticize the work produced and the modesty to start from the beginning all over again if needed.

1.6 Risks

The risk factors related to the project can be divided into two categories. As the competing team has not faced projects of this type in the current work position or prior studies, there is a risk of lacking proficient knowledge base. This risk can realize through misinterpretation of the brief or getting lost in the side tracks and focusing on irrelevant objectives rather than tackling the real challenge. Another potential risk is the lack of ability to find strong insights that provide a successful base for the campaign idea enabling the idea to thrive into a nationwide phenomenon.

In addition to the aforementioned risks, there is also a risk related to scheduling and time management. As the competition work has to be submitted in no less than a few months, it is clear that working full-time along with the project will be a burden. Another issue regarding timing is the fact that the project is delivered as pair-work. Therefore, it requires arranging two schedules together in order to fix time for mutual meetings and planning sessions.

1.7 Key concepts

There are four key concepts relating to both the academic paper and the final project. These concepts are defined next.

Customer value-driven marketing

Customer value-driven marketing stands for understanding the customer needs and wants even better than the customers do themselves and reflecting this into the marketing actions and product offering. Concentrating not only to the short-term need of the customer but focusing on the future value thus creating strong customer relationships is emphasized. (Armstrong & Kotler 2016, 33.)

Societal marketing

Societal marketing concept is a form of consumer-driven marketing that grounds from the idea of company making good marketing decisions in order to create value for the target customer. Good decisions mean considering the wants and interests of the consumer, requirements of the company as well as the long-run interests of the society. (Armstrong & Kotler 2016, 35-36.)

Convergence planning

Convergence planning responds to the trend of today's complex media structure. It can be utilized in more diverse ways than just reaching certain amount of people with a specific

frequency and thus, has become more valuable to advertisers as the contribution is nowadays visible, immediate and measurable. Therefore media planning can go beyond previous usage of reach and frequency and be perceived as a tool to create measurable business value. (Carat 2015.)

Cross communication

Cross communication refers to the dispersed method of transmitting information, which means that information can be published and found in multiple media. In the context of corporate advertising and sales promotion, the words mean crossing over a combination of two or more media. (Andree & Sugiyama 2010, 85-86.)

1.8 Company introduction

The case company chosen for this advertising competition each year is societal. Alko Inc. is a limited company, wholly-owned by the Finnish Government. Alko is a Finnish alcohol retailer with 350 shops and 107 contact points covering the entire Finland.

As being a Government-owned alcohol retailer the company is balancing between two objectives: to be profitable by sales measures and to be responsible minimising societal burden. The clear goal of Alko is to be the best retailer in Finland measured by responsibility and customer service.

The case company of the year handed a brief for the competitors to build their work based on. The brief had versatile possibilities for campaign approaches as it included a lot of different business objectives all based on the same idea of increasing the responsibility image of Alko within the target group of young adults. The way to make an impact was expected to include consumer interaction and potentially even humour if suitable.

2 Marketing

Marketing can be misunderstood as only selling and advertising even though the principle of marketing is managing profitable customer relationships. Selling and advertising are only a part of the marketing mix of product, price, place and promotion which according to the new approach are all based on building customer value and satisfaction. (Armstrong & Kotler 2016, 29.) Indeed, according to Doyle and Stern (2006, vii) many managers still get confused with the difference of marketing and selling.

Marketing means understanding the customer needs and creating products to meet these needs. In addition, it is all about creating ultimate value and pricing, distributing and promoting the product effectively which results in additional sales. (Armstrong & Kotler 2016, 29.) Meeting current and predictive needs of the customer creates a competitive edge over the competitor (Doyle & Stern 2006, vii).

According to Doyle and Stern (2006, vii), the basis for marketing lies in customer understanding as customer attraction and retention are managed through an offering that meets the needs and wants. The idea of customer understanding as well as value creation forms the beginning for the marketing process and will ultimately accomplish the company gaining value from the customer. Value can be delivered in form of sales and long-term customer equity – the total customer lifetime value of all the customers and potential customers combined. (Armstrong & Kotler 2016, 47.) Figure 1 presents the marketing process and it will be explained in detailed in the following chapters.

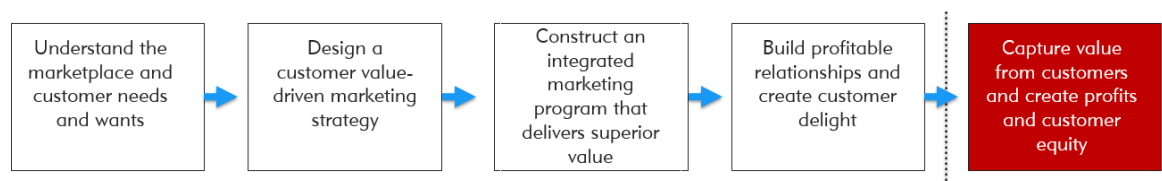


Figure 1. A simple Model of the Marketing Process (Armstrong & Kotler 2016, 31)

2.1 Understanding the marketplace and customer needs

As the first step of the marketing process the marketer needs to understand the marketing ecosystem, meaning the customer needs as well as the marketplace where they exist. At first, five core elements will be covered including customer wants, needs and demands, market offerings, customer value and satisfaction and finally markets. (Armstrong & Kotler 2016, 30.) This step creates the basis for the output of this paper, discussed in the fourth chapter.

2.1.1 Customer wants, needs and demands

According to Armstrong and Kotler (2016, 30), in order to succeed in marketing the marketer must understand the customer that is being targeted. This means identifying the human needs within the three categories of basic need such as food and clothing, social need for attention and belonging and individual need for knowledge and self-expression. Human needs are further developed into wants due to social influence, culture and individual personality. Wants are shaped into objects that are perceived as satisfying the needs. Once all this is backed up with purchasing power the final outcome of wants are demands. Based on the needs, wants, and resources, consumers will thrive for products with benefits altering into value and satisfaction.

The key to perceiving the customer as a whole with different needs, wants and demands is to stay close to the customer. Learning about the customer requires not only research but also understanding how to analyse and utilise customer data in order to gain insight and figure out ways to improve the life of the customer. (Armstrong & Kotler 2016, 30.) Also Beltz and Peattie (2012, 95) emphasize the importance of understanding the consumer behaviour. However, they argue that it is also important to identify the effect of external factors. According to their theory, purchasing behaviour is based on needs, wants and demands but is also open for external influences and therefore, the impact of the environment has to be understood as a determinant.

2.1.2 Market offerings and customer value

Customer wants and needs are fulfilled with market offerings - including the range of physical products, intangible services and experiences. To prevent marketing myopia, concentrating only to the physical product rather than the benefits and benefits through the product, the marketer should look beyond products to brand experiences and the issue of solving a consumer problem. (Armstrong & Kotler 2016, 30-31.)

Prahalad and Ramaswamy (2004, 10) present an approach of value co-creation, which emphasises the consumer-company interaction as the basis of value creation. Therefore, co-creating approach forces away from seeing the market purely as a pool of customers a firm can target with the offerings. According to this theory, direct communication between the company and the customer is critical. Information infrastructure must place the customer in the centre encouraging customers to collaborate in co-creation experience. (Prahalad & Ramaswamy 2004, 11)

On the other hand, customer value can be seen as the balance of “get” and “give”. Therefore, the value the customer perceives is the ratio of the benefits the customer gets compared with the costs of acquiring and consuming the product. The costs can vary from monetary costs to the expenditure of time and effort. (Matzler, Mooradian & Ring 2014, 139.) The empirical project is validating this theory in practise to examine whether a campaign based on this balance can be perceived as such a strong force that the campaign will be successful.

2.1.3 Exchanges, relationships and markets

Marketing means satisfying needs and wants through exchange relationships meaning that the company offers something and yet, expects something else in return (Armstrong & Kotler 2016, 32). The definition of Armstrong and Kotler has a clear link to the definition of exchange defined by Doyle and Stern. According to the latter, exchange means act of acquiring a wanted product from someone by providing something in return (Doyle & Stern 2006, 34).

What separates exchanges from relationships is the connection between the customer and the company as well as continuity. Grönroos (1994, 9) presents the promise concept as attracting new customers and building relationships. Fulfilling promises is equally important in both achieving customer satisfaction and long-term profitability. Furthermore, Doyle and Stern (2006, 34) define relationships as long-term series of exchanges built on reliability and trust. The anticipated exchange results in a customer response to a market offering in a wider form than a simple purchase action. The idea is to build and maintain exchange relationships with the customers in order to create strong, continuous business by retaining current customers as well as attracting new. (Armstrong & Kotler 2016, 32).

Exchange and relationship both lead to the market – the customer pool of actual and potential buyers of a product. The set of buyers can benefit from the exchange relationship as it would satisfy a specific need or want. Companies must look for potential customers, identify and understand the needs and wants through customer research, design suitable market offerings with product development, set prices and promote them and manage the storage and delivering. When this is all managed effectively markets turn into profitable customer relationships. In addition to customer relationship management, the companies must notice the growing importance of customer-managed relationships. Communicating with the consumer is no longer a one way dialogue and thus, the company has to consider how the customer can reach the company. (Armstrong & Kotler 2016, 32.)

2.2 Designing a customer value-driven marketing strategy

After fully understanding the marketplace and the consumer the company designs a strategy by defining the target market, meaning the customers it will serve and the way it will provide them with value. To define who the company will serve it will utilise market segmentation and target marketing. This means that the market will be divided into smaller segments of people and the company selects which are the ones the company wants to reach out for. (Armstrong & Kotler 2016, 33.)

Typically there are several interests the marketer has and these will be converted into a marketing strategy. To follow the interest marketing strategies are divided into five alternative concepts including the production, product, selling, marketing and societal marketing concepts. (Armstrong & Kotler 2016, 34.) These concepts are explained in the next chapters and some concepts are utilized in the empirical part in chapter 4.

2.2.1 Production, product and selling concepts

First one of the five concepts is the production concept that is based on the idea that consumers are purchasing products according to availability and the affordable price of the product. Therefore, the company should focus on producing and delivering products efficiently which differs significantly from the second concept or product, based on the product quality and features. The product concept grounds from the insight of consumers favouring products with good quality and a variety of features and therefore, the emphasis with the concept lies on product development. (Armstrong & Kotler 2016, 34.)

Most companies follow the selling concept that translates into large scale focus in sales and promotional activities. The concept does not consider demand when manufacturing the products but follows an inside-out perspective where the product manufacturing takes place in the beginning and sales and promotion activities will follow to obtain profitable sales. This concept is most typically used with unsought products to attract customers towards products they wouldn't normally buy and thus, the approach is sell what the company manufactures rather than what the market wants. (Armstrong & Kotler 2016, 34.)

2.2.2 Marketing and societal marketing concepts

The marketing and societal marketing concepts differ from the previously mentioned as these are more customer-centric focusing on what the customer wants and needs and responding to the need in order to fulfil organizational goals. As well as the societal concept, marketing concept is built according to the target audience. (Armstrong & Kotler 2016, 35.)

Creating the marketing concept roots from market insight and is further developed according to the customer needs (Armstrong & Kotler 2016, 35). Once insight has been harnessed into integrated marketing activities, all planned while keeping the other activities in mind, the final out-come results as customer satisfaction (Keller & Kotler 2012, 42-43.) The market-based concept that thrives for long-term profit through customer satisfaction, differs significantly from the selling concept where the outcome is short-term sales with only a little concern of who buys and why (Armstrong & Kotler 2016, 35). This is visualised in figure 2.

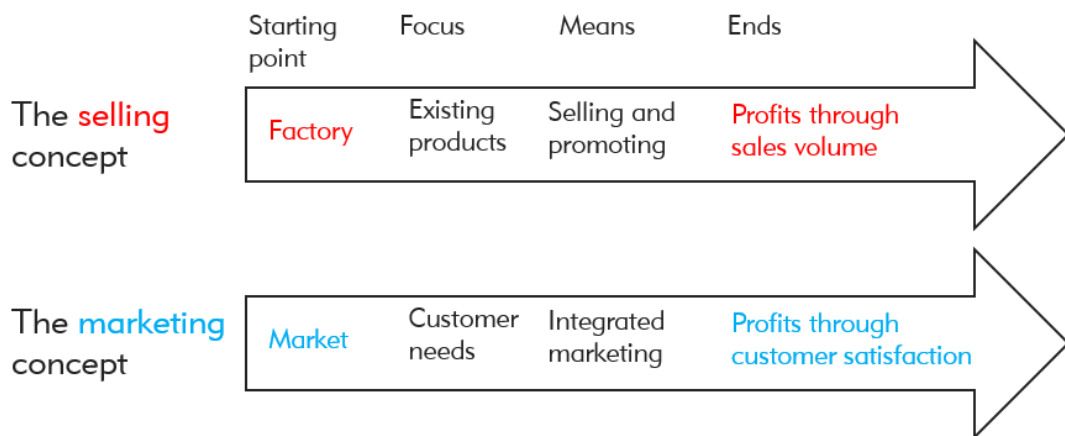


Figure 2. Selling and marketing concepts contrasted (Armstrong & Kotler 2016, 35)

The societal marketing concept as defined by Armstrong and Kotler (2006, 35-36) is somewhat similar to the marketing concept but it questions the conflicts between the customer short-term wants and long-term wellbeing. The concept is based on three stakeholders: the company, the society and the consumers and follows the idea of sustainable marketing. (Figure 3.) Societal marketing is similar but differentiated from the social marketing concept presented by Lefebvre (2011, 55) meaning the use of commercial marketing techniques to achieve a social objective.

Sustainable marketing is linked to the societal marketing concept and refers to delivering value to the customer in a way that is sustainable by maintaining the wellbeing of both the customer and the society. Sustainable marketing is responsible in both environmentally and socially by meeting the needs and goals of the customer and the company and simultaneously preserving and enhancing the ability to meet the needs of the future generation. (Armstrong & Kotler 2016, 36.)

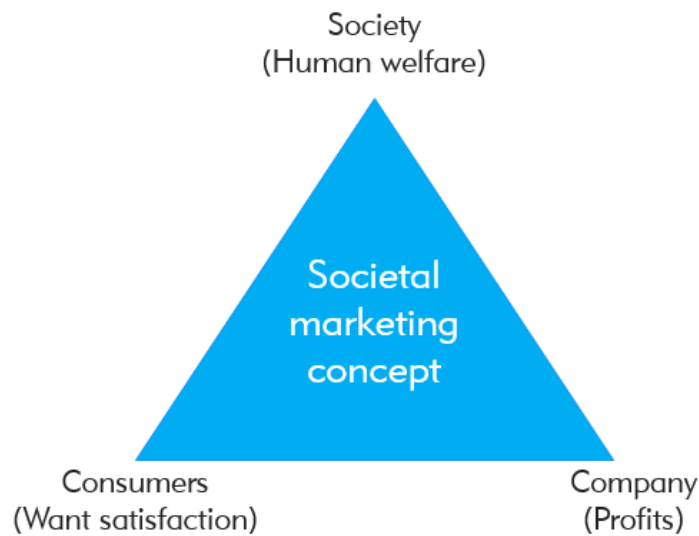


Figure 3. Three Considerations Underlying the Societal Marketing Concept (Armstrong & Kotler 2016, 36)

2.3 Preparing an integrated marketing plan and building customer relationships

Once the company has planned a customer value-driven marketing strategy defining the target market and the value proposition, the next steps in the marketing process is to develop marketing plans and program in order to deliver the intended customer value to the defined audience. (Armstrong & Kotler 2016, 37.) Delivering customer value has to be the core of marketing as scepticism towards advertising and marketing is rising among the consumers (Kimmel 2010, 46). The next paragraphs explain the importance of integrated marketing and customer relationships further.

An integrated marketing program transforms the marketing strategy into implementation by utilizing the marketing mix to communicate a unified message of the value proposition. To deliver the value proposition the company should create market offering based on satisfying the customers need, decide the pricing of the product accordingly and plan how the product will be distributed in order to make the offering available for the customers. (Armstrong & Kotler 2016, 37.)

The first three steps of the marketing process including understanding the marketing environment, designing a customer value-driven strategy and preparing an integrated marketing plan all lead towards the final step of customer relationship management. This step is the most important as it ensures building profitable, long-lasting customer relationships. Customer relationship management, also referred as CRM involves in most companies managing detailed information and data and managing customer touchpoints to develop customer loyalty. (Armstrong & Kotler 2016, 37.)

However, the broader concept of customer relationship management includes the entire process of creating and enhancing customer relationship through two main building blocks: delivering value and customer satisfaction. To attract and retain customers the company should offer highest consumer-perceived value so the value the customer perceives from the benefit and costs of the offering surpasses the competitor brand. (Armstrong & Kotler 2016, 37-38.)

Customer satisfaction relies on the product performance compared to the expectations of the product. In most cases higher satisfaction leads to greater customer loyalty which later turns into success in the business goals and therefore the product performance should at least match the expectations. (Armstrong & Kotler 2016, 38.)

3 Marketing communication planning

Marketing communication planning varies according to the planning party and the form of business. Once planning a marketing or campaign concept, there are multiple ways to structure the process. This paper introduces two different models in order to gain perspective from both the media planning and the creative side of marketing planning. These models will be explained next in this chapter.

3.1 Convergence planning model

Convergence planning model is based on the effects of digitalization. Today, media is more complex than ever before and it can be utilized in more diverse ways than just reaching certain amount of people with a specific frequency. Media has become more valuable to advertisers as the contribution is nowadays visible, immediate and measurable. Therefore media can go beyond previous usage of reach and frequency and be perceived as a tool to create measurable business value. (Carat 2015.)

The convergence planning model is created by Carat London, part of the global marketing communication organization Dentsu Aegis Network, based on the mission of creating better business value through managing media convergence. The planning model is created to be globally scalable, whereupon markets can modify the model depending on the operational focus and the market trends. (Carat 2015.)

This planning model is built based on the convergent approach to media planning and strategy. As media is more complex than ever, linear approach to media planning is irrelevant. Media planning has to embrace the holistic ecosystem including several touchpoints between the brand and the customer within the channels of owned, earned and bought media. The convergence planning model is based on seven steps including the ecosystem and customer journey approach along the way with constant optimization for better results. (Carat 2015.) This is visually presented in figure 4 and the steps are instructed later in this chapter.

To plan a customer-driven communication plan the marketer has to understand where consumers are today and define what the company wants the customer to do tomorrow. This leads to the customer journey and the ecosystem. As the customer behaviour rapidly transforms the marketer must not only understand who they are, how they live and what messages to serve them but also what influences their behaviour. The ecosystem then defines how owned, earned and bought media and content will be building the relationship between the brand and the customer. (Carat 2015.)



Figure 4. Carat Convergence Planning model (Carat 2015)

The figure and the following paragraphs that explain the convergence planning model further are removed from the published thesis due to company privacy policies.

3.2 Cross communication planning model

The concept of cross communication is based on the phenomenon of dispersed media usage among the consumers. This means that the marketer cannot trust to reach the consumers through only one single medium as the media consumption has changed significantly during the past years. People are relying on more than one media to look for information as for example mass media communication may lead to increasing number of searches for further information on the topic from other sources. Furthermore, the possibility of sharing information among the consumers is as dispersed and continuously increasing. (Andree & Sugiyama 2010, 51-52.)

The cross communication planning model is a company-initiated based on the expertise of the Japanese advertising agency Dentsu Cross Switch Team from the company Dentsu,

part of the global marketing communication organization Dentsu Aegis Network. The model is created by a cross-functional team of specialists within different fields such as marketing, media, promotions and R&D. (Andree & Sugiyama 2010, 214). The cross communication model is broke down into seven steps in figure 5 and is explained in the further paragraphs.

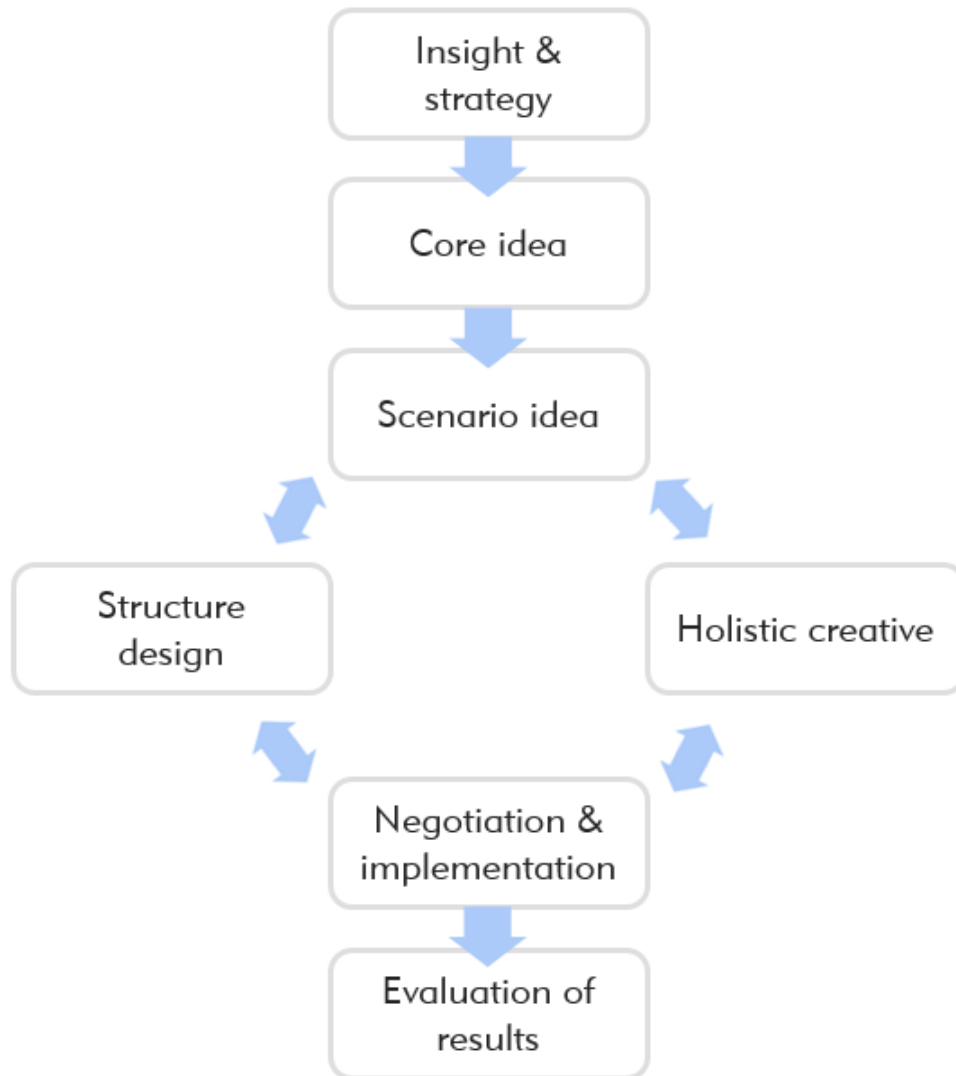


Figure 5. Cross communication planning model (Andree & Sugiyama 2010, 216)

Step 1. Develop Insight and Strategy

Find information through research and gain insight on the target customer, society and media and utilize it to create ideas and form communication goals. Create the communication strategy based on the goals and ideas. (Andree & Sugiyama 2010, 214.)

Step 2. Create a Core Idea

Create the central theme for the campaign that is interesting, innovative and powerful and is based on customer insight, current trends and market activities. The core idea is the

base for the campaign and should be outstanding to be able to move the crowd. The theme of the core idea will be consistent throughout the entire campaign across all of the consumer touchpoints and communication. (Andree & Sugiyama 2010, 214.)

Step 3. Create a Scenario Idea

Create the operational plan to increase the depth of interaction with the customer to move towards action. The Scenario Idea gives a framework and form to amplify the Core Idea by creating a sequence and flow of activities around it. The scenario idea consists of planned contact points that transmit the message to the right audience in the right situation as well as the message that will catch the consumer's attention. (Andree & Sugiyama 2010, 214.)

Step 4. Develop a Holistic Creative

Generate the creative idea including the message as well as the visual artwork according to the story created to the core idea. The creative should support the scenario idea by being possible to modify to fit each contact point planned for the campaign. (Andree & Sugiyama 2010, 214.)

Step 5. Create a Structure Design

To identify the contact points and create a plan to use them in effective sequence, plan a quantitative design to analyse existing data and for new research. This is the distribution design determining where the message will be shown to reach the right audience. (Andree & Sugiyama 2010, 215.)

Step 6. Negotiate and Implement

Implementation of the plan by negotiation and coordination with different stakeholders and collaborating with partners. This step includes for negotiation for the wanted volume of visibility on different media for a campaign. (Andree & Sugiyama 2010, 215.)

Step 7. Evaluate Effects

Post campaign actions including testing the campaign results and utilize the learnings and feedback in the next plan. Use behavioural data to analyse impact in consumer behaviour. (Andree & Sugiyama 2010, 215.)

3.3 Summary of communication planning

Media is more complex than ever before, enabling more diverse opportunities than just reaching a certain amount of people with a specific frequency. Media impact is nowadays more visible, immediate and measurable, and thus, it has become more valuable to

advertisers. (Carat 2015). Furthermore, the new complex media ecosystem means that the marketer cannot trust to reach the consumers through only one single medium as people are relying on more than one media to look for information (Andree & Sugiyama 2010, 52). This all leads to a more integrated approach in advertising.

This chapter has introduced two models based on the same trend of media convergence by responding to the trend from different viewpoints as the convergence planning model has the emphasis on creating media strategy and the cross communication model is built on more creative approach. However, both of these models reflect the theoretical approach of customer-driven marketing based on customer understanding and value creation defined by Armstrong and Kotler (2016, 37).

4 Project implementation

The brief asked for a campaign plan but we looked for creating a wider marketing concept that can be utilized in a long-lasting way rather than adapting it only for one short campaign period. This approach was adapted due to the theory to create customer value simultaneously responding to the long-term societal well-being. (Armstrong & Kotler 2016, 36.) This chapter presents how marketing theory and planning models were utilized in the project.

As the emphasis is on both the societal impact of Alko's actions as well as the target group, we created a customer-driven marketing model in accordance with the societal marketing concept shown in figure 6. Alko was an excellent case company as it has established social objectives of responsible consumption and ethical value chain.

As the theoretical planning models have emphasis on either media planning or creative planning, we created a consumer-driven planning model to conclude both sides and include societal marketing approach. This model is among the key contributions of this thesis. The steps of this planning model were utilized in practise and this will be explained next.

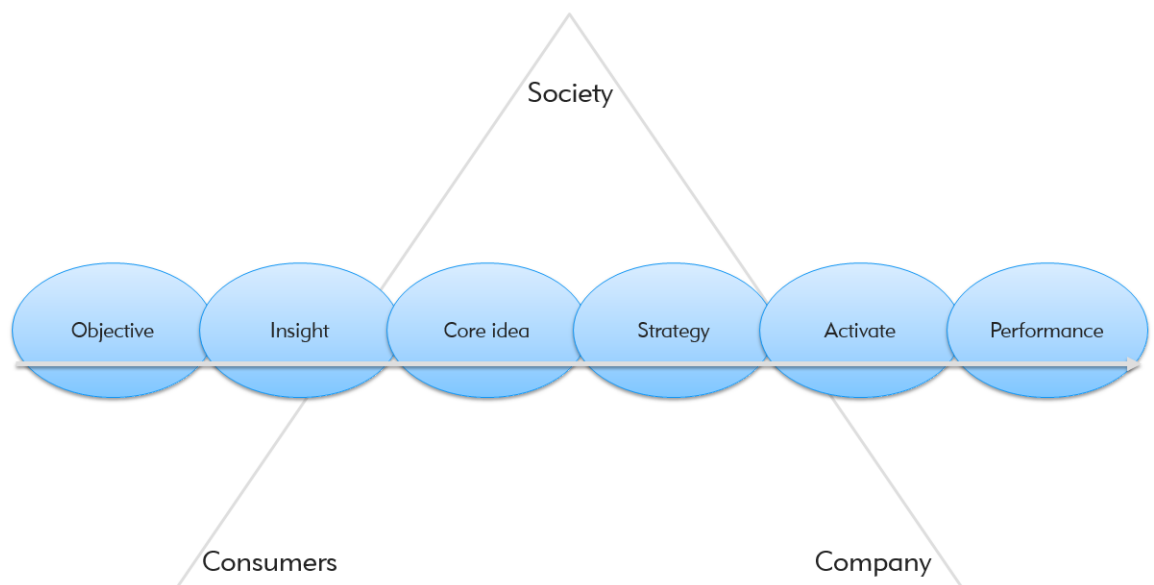


Figure 6. The consumer-driven planning model for Alko Oy (Timonen & Wäck 2016)

4.1 Defining the objectives

In the beginning of the process we utilized the convergence model and started off by defining what will the final outcome be in terms of the business objectives and what marketing objectives will support the business goal. The business goal to be met through

the campaign is the increasing awareness of the less-known areas of responsibility actions of Alko and the increasing responsibility image. This will indirectly affect in product sales and total revenue. The marketing objective is to address Alko as a responsible brand with powerful and youthful presence among the target audience. As suggested by the convergence model, only after we had a strong insight and the campaign concept we went deeper to objective planning by creating the communication objectives based by the marketing objectives and the media objective that supported the final concept idea.

4.2 Creating insight

After defining the objectives we utilized the creative approach by Andree and Sugiyama (2010) of the cross communication planning model by moving on to gaining insight, leading towards the ultimate campaign theme. We felt that the core idea should be created right in the beginning of the process enabling following the idea with the campaign strategy. To build the core insight of the customer-driven marketing concept we decided to concentrate on the three pillars of the societal marketing concept including the company, the consumer and the society as introduced by Armstrong and Keller (2016, 36). This is visualized in a model we created for the project (figure 7).

Target group insight was gained through own experience, desktop study, analysing target group and their media usage data through the company database CCS and through qualitative research. The societal insight was mostly gained through experience and perception of the societal trends and internet research was made to find further insight. Furthermore, client insight was based on the brief and backed up by our qualitative research.

We started off by brainstorming about the target audience of young adults, using mapping to list main interests, current life events and common trends based on our own experience and perception of consumer behaviour. After this first glance, we made internet analysis to strengthen the target group insight and create media insight of today's key trends.

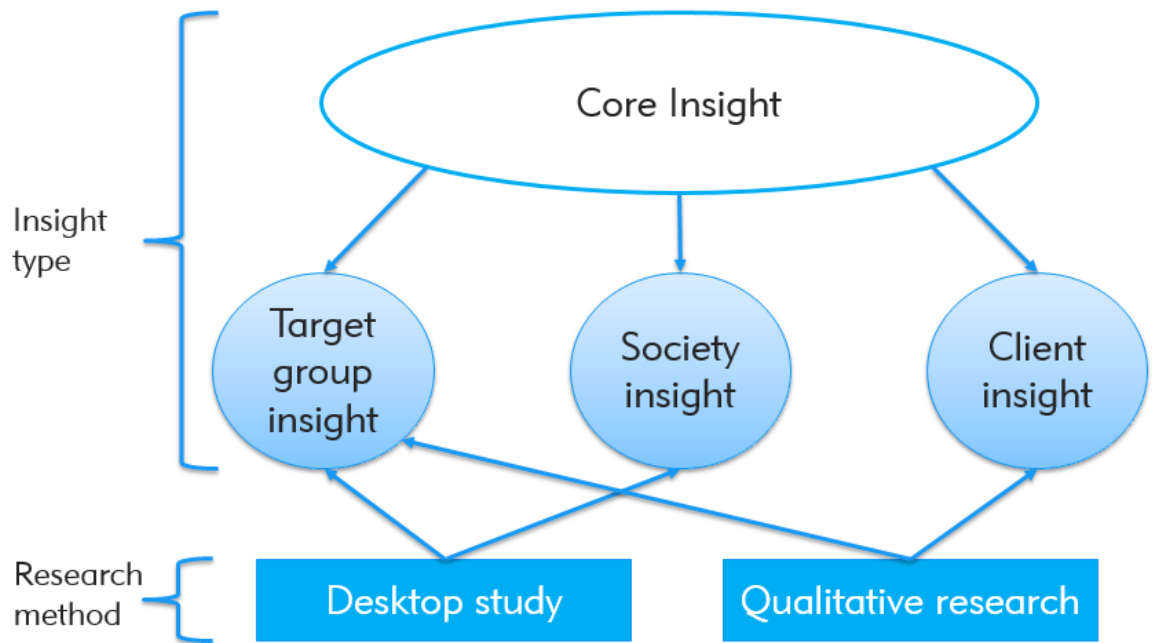


Figure 7. Creating core insight for Alko's societal campaign concept (Timonen & Wäck 2016)

To gain insight on how the target group perceives Alko we did not want to trust our own instinct even we belong to the target group and therefore, we conducted a qualitative survey (n=20) and contrasted the key findings to the brand image Alko is longing for. The purpose was to analyse and utilize data in order to understand the customer, as suggested by Armstrong and Kotler (2016, 30). The research resulted on insight of both the target group as how they perceived responsibility and the client as how Alko is perceived in the eyes of the consumer and these insights were utilized in the core idea.

4.3 Building the core idea

After capturing insight of all the pillars of the societal marketing concept – the company, the consumer and the society – we were able to build the core idea based on customer wants and societal trends to finally conclude to meet the company's objectives. This step is utilized from the cross communication model with more creative approach.

It is interesting that the concept of marketing explained by Armstrong and Kotler (2016, 29) and also Doyle and Stern (2006, vii) has such an emphasis contrasting marketing with sales and including discussion of product and production orientation. The approach we identified after deep diving in the life of the consumer to be ultimately customer-driven by creating value did not have sales and profit as the first priority. Therefore, we created the campaign idea around customer experiences by utilising the theory of Belz and Peattie (2012, 95) external influencers in consumer behaviour as a part of the final project.

The main principle behind the idea is that a simple campaign with responsibility issue raised through negativity is not enough to raise the responsibility image of Alko. Therefore, we decided to build something bigger and stronger so the campaign would be expanding through the power of networks. This led us to the idea of creating a phenomenon by leveraging the suggested approach of Armstrong and Kotler (2016, 31) to create value by looking beyond products towards experiences. The campaign was planned to balance between “get” and “give” by creating customer value in terms of experiences and entertainment and the ratio of value and costs is in balance as the only cost is the time of the consumer (Matzler & al 2014, 139).

According to Alko’s brief, creative materials had to be included to the final work, but as the voice of the campaign belongs to the young adults the creative material is also created by them. However, we created mock-ups to visualize examples of the material that the consumers could be sharing through the campaign as well as examples on Alko’s contribution. The visual image presented was planned to fit the media channel planned for the campaign but the core theme of the campaign is planned to be able to run within different channels with adjusted messages.

4.4 Creating the campaign strategy

After breeding the insight into a strong core idea it was time to figure out how to obtain the determined objectives by taking the strategy step of the convergence planning model. For this step we identified that the production, product and selling orientations presented in the theory were not applicable for our campaign as we did not concentrate on manufacturing, product features or selling.

The strategy follows the marketing orientation with societal marketing approach. We utilized the societal theory of Armstrong and Kotler (2016, 36) by planning the campaign to meet the customer needs and wants with integrates marketing, eventually leading to customer satisfaction. Moreover, the campaign concept in both environmentally and socially sustainable by meeting the needs and goals of the customer and the company simultaneously preserving and enhancing the ability to meet needs of the future generation.

Aligned with the convergence planning approach to start off the roles and emphasis of bought, owned and earned media were identified according to the campaign concept. We chose to utilise owned media such as Alko’s publication, online visibility and other opportunities for raising awareness of the marketing concept and the themes included in

it. The other planned role of owned media was to activate external stakeholders to be part of the phenomenal campaign concept with more societal approach. The role of bought media was to create awareness and strengthen the visibility of the campaign and help it manage to spread wider.

The campaign was thought from the beginning from the consumer's point of view and therefore, the visibility is customer-initiated. The campaign is anticipated to grow to be a phenomenon as advertising will not be pushed from the company to the target audience but the consumers will be pulled to be part of the entity with easy method of activation that is based on a target group insight. Moreover, the insight is a societal issue that makes it possible for Alko to be present on both the light, customer-driven level but also taking the discussion into some more serious topics.

At all the previous steps the concentration of the campaign was to target young adults but at this step we identified another valuable target group of companies to be included to the campaign. This twist enables the phenomenon to spread within two different levels of customers and companies and with two different tones of voice - lighter and a more responsible one.

4.5 Defining the tactics for activation

To deepen the strategy and plan it for action we included a separate step of defining tactics into the created planning model. This step includes elements from both the scenario design of the cross communication planning model and activation of the convergence planning model.

As the overall strategy had been created we had to plan and define all the minor components and details of the campaign, which eventually play a huge role once in action. Once planning the tactics we exploited the theory of Armstrong and Kotler (2015, 32) that communicating with the customer should be a dialogue, making it possible for the consumer to reach the company. Therefore, the creative approach we chose was to raise conversation in order to bring the societal topic as the centre of discussion. The discussion is planned to be present in multiple different levels including both consumers and companies with topics varying from heavy to a lighter tone of voice.

Tactics for activation step includes planning specific media channel choices to implement the campaign. According to Keller and Kotler (2012, 42-43), to make an impact marketing activities should be planned in integration while keeping other activities in mind.

Therefore, we created an integrated media plan with a mutual goal of raising conversation

by utilizing relevant media channels to bring the communication near the target group in order to enable conversation and dialogue.

4.6 Analysing the performance

According to the convergence planning model, the performance should be analysed by contrasting the final outcome to the objectives, determined in the first step of the process. To analyse the performance, key performance indicators should be identified and measurements established for each activity of the campaign. The purpose of this step is to create a performance strategy explaining how to verify the performance of the campaign in the light of the objectives.

Within the project, we did not have to identify the measurements and create the performance plan as Alko has already created a performance indicator presented in the brief. A strong suggestion for Alko is to determine channel-specific KPI's for media before launching the campaign in order to rate the media performance.

5 Discussion

This chapter concludes the paper to the final discussion including both self-evaluation of the product and the process as well as the evaluation of the commissioning party. In addition, recommendations for further research will be presented and reflection on learning will be discussed.

5.1 Evaluation

After completing the final work we felt that we were able to create a well-planned, coherent entity, adapting the customer-driven approach well to practise. Through this project we verified that theory is a good way to structure thoughts and plan a process to find a way for solving a problem. A theory-based, well-created planning model facilitated to a successful outcome. Furthermore, high-performance team-work and workload division was equal as both competitors wanted to be part of each step equally and learn from each other. This all lead to winning the Adprofit Junior competition.

Alko and Mainostajien Liitto chose our work to be the best out of the 31 competing teams. According to the judges the first place in the competition was acquired thanks to an excellent, mature idea, combining a societal topic to the objective of Alko to communicate transparently about responsibility with a humorous tone of voice. Moreover, according to the assessment the visualization was planned thoroughly as was the customer-driven approach aiming at finding the right way to activate the target group to be part of the campaign.

5.2 Further research

The final outcome of this project is only a plan of the responsibility campaign of Alko. What follows next is the actual implementation are most importantly the actions after the campaign is over.

For further research the recommendation is to create a long-term responsibility around the youthful approach of transparency through positivity and humour. The project outcome was a campaign but when it will be proven to be successful the campaign should be formed into a marketing strategy. Once the campaign will be over the story should be continued within the same theme but with a new twist. There will be huge amount of data and this should be noticed and utilized in future marketing actions.

In terms of theory, another relevant topic for further research would be analysing the execution of the campaign to see whether the campaign led to the expected outcome and if not, to analyse the reason behind it. In addition, an interesting approach for academic research would be CRM – how to ensure commitment and business gain within the reached audience and how to measure it. This would be an interesting research topic empirically as well.

5.3 Summary

In conclusion, the outcome of this academic paper is a winning competition work, capturing the customer-driven approach well with the final theme and core idea. The theoretical framework is well-applied into practise, enabling a coherent campaign with a societal approach.

5.4 Reflection on learning

As mentioned in the introduction, previous work experience was applicable for some point but creating visual concepts is a totally new aspect and therefore, the creative approach had to be learned outside current work experience. This is a valuable asset to be developed in order to enable new opportunities in the future career. Furthermore the ability to utilize theory and synthesize company-based planning models for own use was a new practise that was proven to be successful as it led to a winning project.

Regarding project management, we learned to schedule the time of two people well in order to fix proper meetings for cooperative project work. We learned that the effort to scheduling time for cooperation was more prolific even though working on your own might seem faster and easier. Furthermore, we learned the power of cooperation while finding constantly new ways to turn problems into opportunities together.

What comes to career development and future plans, competitions give a lot by enhancing new approaches and providing a new set of skills to be developed further. Working in the creative field sounds tempting and could be interesting later on in the career. Furthermore, a solution combining creative planning and strategic planning might be a path to follow in the future.

References

Andree, T. & Sugiyama, K. 2010. The Dentsu Way. 1st ed. E-book. McGraw-Hill.

Armstrong, G. & Kotler, P. 2016. Principles of Marketing. 15th ed. Pearson Education. Harlow.

Belz, F-M. & Peattie, K. 2012. Sustainability Marketing. 1st ed. John Wiley & Sons. Chichester.

Carat Global. A Guide to Convergence Planning. 2015.

Doyle, P. & Stern, P. 2006. Marketing Management and Strategy. 4th ed. Pearson Education. Harlow.

Grönroos, C. 1994. From Marketing Mix to Relationship Marketing. Management Decision, pp. 4-20. URL:

<http://faculty.mu.edu.sa/public/uploads/1361463356.303marketing%20mix2.pdf>.

Accessed: 1 June 2016.

Keller, K. & Kotler, P. 2012. Marketing Management. 14th ed. Pearson Education. Harlow.

Kimmel, A. 2010. Connecting with consumers. 1st ed. Oxford. New York.

Lefebvre, C. 2011. An integrative model for social marketing. Journal of Social Marketing, pp. 54 - 72. URL:

<http://socialmarketing.blogs.com/An%20integrative%20model%20for%20social%20marketing.pdf>. Accessed: 1 June 2016.

Matzler, K; Mooradian, T. & Ring, L. Strategic Marketing. 1st ed. Pearson Education. Harlow.

Prahalad, C. & Ramaswamy, V. 2004. Co-creation experiences: The Next Practise in Value Creation. Journal of Interactive Marketing Volume. URL:

<https://www.evernote.com/shard/s7/sh/10c1b409-881e-4cf7-9392-21932a61e873/69f887f0e9c519aae58c8bf114749db0/res/02106489-6639-45c1-bfc3-f5c1ff5d1e1b/01%20-%20Prahalad%20%26%20Ramaswamy%20%282004%29--Co->

[creation%20experiences-The%20next%20practice%20in%20value%20creation.pdf](#).

Accessed: 26 May 2016.

Appendices

Appendix 1. Qualitative questionnaire

Alko Adprofit kysely

1. Minkä ikäinen olet?

2. Kuvaile Alkoa kolmella adjektiivilla

3. Luettele kolme asiaa, jotka tulevat mieleen vastuullisuudesta

4. Luettele kolme asiaa, jotka tulevat mieleen Alkon vastuullisuudesta

Loppu

Alkon vastuullisuustyö uudelle tasolle, uudella tavalla - tunnettuuden nostaminen ja kuluttajien osallistaminen

AdProfit Juniorisarja, briiffi



Taustaa

Alkon vastuullisuustyöhön liittyy neljä osa-aluetta: alkoholipoliittisen linjan toteuttaminen, eli alkoholin vähittäismyynnin rajoittaminen ja valvominen kotimaassa; ympäristöasiat omassa toiminnassa, kuten jätteen vähentäminen, kierrätys ja energiansäästö myymälä- ja toimistotiloissa; sosiaalinen- ja ympäristövastuu hankintatoiminnassa; sekä taloudellinen vastuu yrityksen kannattavuudesta ja työpaikkojen säilymisestä.

Tähän kampanjaan sisällytämme teemoja ensimmäisten kolmen kokonaisuuden sisältä, sekä niihin liittyviä ydinkysymyksiä:

- Terveys- ja kohtuullistamistrendit ovat Suomessakin vahvassa nousussa. Miten niitä voisi hyödyntää alkoholin liikakäytön vähentämisessä?
- Alkon omaa ympäristöjalanjälkeä pyritään pienentämään huolehtimalla mm. erilaisten kuljetusmateriaalien ja tuotepakkausten kierrätyksestä. Miten asiaa voisi edistää ja samalla osallistaa kuluttajat kierrättämiseen heitä kiinnostavalla tavalla?
- Alkoholijuomien tuotannossa esiintyy samankaltaisia työntekijöiden oikeuksiin ja olosuhteisiin liittyviä ongelmia kuin ruuantuotannossakin. Miten ja mistä kuluttajan pitäisi saada tästä asiasta tietoa? Saatuaan tietoa, miten kuluttaja haluaa itse toimia?

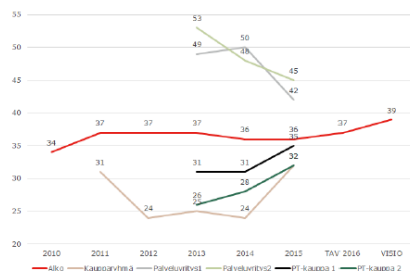
Kilpailuehdotuksessa voi kuitenkin olla mukana myös muita teemoja, jos kilpailijan näkemyksen mukaan ne olisivat kuluttajia kiinnostavia ja auttaisivat Alkon vastuullisuusmielikuvan tasapainottamisessa ja tunnettuuden parantamisessa.



Maine ja vastuullisuus TRI*M

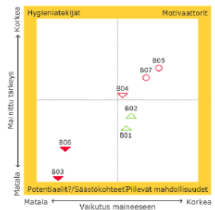
- Alkon vastuullisuusmielikuvaa mitataan vuosittaisella Vastuullisuus TRIM-tutkimuksella. Vuoden 2015 tutkimuksen perusteella vastuullisuusystyömme on tällä indeksillä mitattuna miltei entisellä tasollaan, mutta samaan aikaan vertailuryhmä eli vähittäiskaupan toimijat ovat huomattavasti parantaneet omaa vastuullisuusmielikuvaansa (kts. alla olevat grafiikat). Tavoitteemme on vuosina 2016 ja 2017 kääntää Alkon ao. mielikuvan kehitys jälleen nousuun.
- Lisää taustatietoa Alkon vastuullisuusystyöstä osoitteessa www.alko.fi/vastuullisuus

Alkon VastuullisuusTRI*M-kehitys



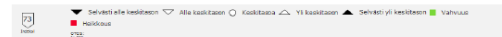
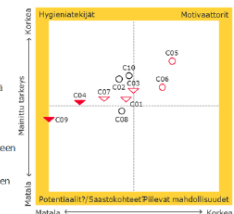
Maineen vahvuudet ja kehittämiskohteet 2/3 Alko

- B01. Haluttu työntekijä
- B02. Viesti tuotteistaan ja palveluistaan
- B03. Erotuu edukseen sosiaalisessa mediassa
- B04. Toiminta on läpinäkyvää
- B05. Avoin ja rehellinen tiedottaminen
- B06. On aktiivinen yhteiskunnallisesta keskustelusta
- B07. Noudattaa eettisesti hyviä periaatteita



Maineen vahvuudet ja kehittämiskohteet 3/3 Alko

- C01. On sitoutunut ympäristönsuojelun edistämiseen
- C02. Ei soostuta ympäristöä
- C03. Toimii luonnonvarojen säästämisen
- C04. Pyrkii tarjoamaan asiakkaalleen keinoja vähentää ympäristökuormitusta
- C05. On rehellinen ja lahjomaton
- C06. Valtioyhteistyökumppaninsa vastuullisista
- C07. Osallistuu suomalaisen yhteiskunnan kehittämiseen
- C08. Merkittävä työllistäjä
- C09. Panostaa lähimarkkinan hyvinvointiin / paikallisen yhteisön kehittämiseen
- C10. Panostaa henkilöstön hyvinvointiin



3



Tavoitteet

Meistä jokainen voi vaikuttaa sekä sosiaaliseen (aineettomaan) että käsin kosketeltavaan lähiympäristöömme positiivisella tavalla. Tavoitteena on kampanjan avulla nostaa varsinkin Alkon vastuullisuusystyön vähemmän tunnetut osa-alueet puheenaiheeksi ja levittää viestejä mahdollisimman laajasti. Kampanjan tulee tavoittaa useita erilaisia ihmisryhmiä ja liittyä elämänmakuisiin tilanteisiin, joissa kuka tahansa voi tunnistaa itsensä. Materiaalien tulisi säilyä käyttökelpoisena myös varsinaisen kampanja-ajan jälkeen.

Kampanjasta kuluttaja saa uusia ajatuksia ja aktiivisia käyttäytymismalleja, joita on houkuttelevaa toteuttaa käytännössä.

Kampanjan jälkeen haluamme kohderyhmän mielikuvan olevan, että...

- ...Alko on kaikilla vastuullisuuden osa-alueilla **asiantuntija ja edistysellinen** toimija.
- ...Alkossa tunnetaan suomalainen todellisuus, ei piilouduta tutkimustiedon taakse, mutta siihen perustuen haetaan **käytännöllisiä ratkaisuja**.
- ...Alko on olemassa Suomessa meitä kaikkia varten, ja ymmärtää **yhteisöjen ja vertaisverkostojen voiman** vastuullisten toimintatapojen edistämiseksi.

4



Alatavoitteet ja mittarit

- viestinnällinen tavoite:
 - Tavoittaa kotimainen kohdeyleisö vuorovaikutteisesti mm. sosiaalisen median kanavilla ja saavuttaa tuhansissa laskettavat materiaalien jakolukemat
 - Parantaa kuluttajien mielikuvaa Alkon vastuullisuustyöstä ja tulostamme seuraavassa Maine ja vastuullisuus-TRIM-tutkimuksessa.
- toiminnallinen tavoite:
 - kuluttajien käyttäytymisen muutos liittyen valittuihin alateemoihin
- kaupallinen tavoite (huom. riippuvaisia ehdotukseen valittavista painopisteistä):
 - alkoholittomien juomien myynnin kasvattaminen (epäsuorasti)
 - hanapakkauksien kierrätysasteen nostaminen
 - alkuperämerkittyjen (l. sertifioitujen eettisten ja luomu-) tuotteiden kysynnän kasvattaminen

5



Kohderyhmä, äänensävy, huomioitavaa

Kohderyhmä ja tavoiteltu mielikuva

Kohderyhmämme on nuoret aikuiset.

Äänensävy

Kepeä ja soveltuvin osin humoristinenkin.

Huomioitavaa/pakolliset elementit

Alkon graafiset ohjeet osoitteessa brand.alko.fi

Alkon käyttämiä alkuperämerkintöjä ovat Luomu (/Organic), FairTrade, Fair for Life, For Life (lisätietoja <http://www.alko.fi/vastuullisuus/vastuullinen-hankinta/juoman-alkuperalla-on-valia/>)

Alkon viestintää ja markkinointia rajoittavat säädökset alkoholijuomien mainonnasta. Valviran ohje:

<http://www.valvira.fi/documents/14444/189409/alkoholimainonta.pdf/ca435aa5-97aa-488c-96d8-8ca685b479d7>

Ehdotukseen tulee sisältyä kanavasuunnitelma, jossa Alkon olemassaolevat kanavat tulevat mahdollisimman laajasti käyttöön.

Viestien tulisi olla käännettävissä sekä ruotsiksi että englanniksi.

6



Ehdotuksen tulee sisältää:

- Pääviestit ja niitä tukeva copy
- Visualisointi (still-kuvat, videot, time lapse-videot ym.)
- Asiakkaiden aktivoinnit
- Kanavas suunnitelma

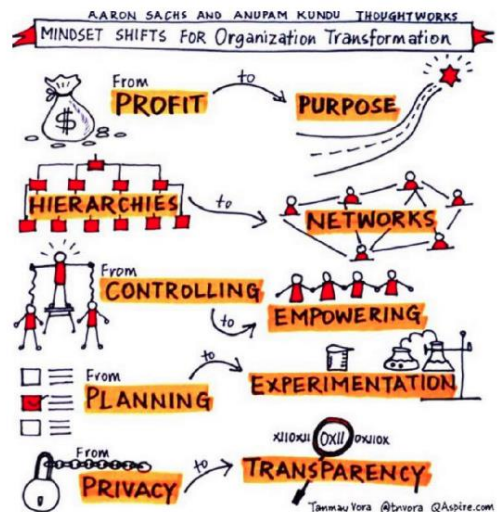
HENKILÖN NIMI | Projektin nimi

7



Aiheisiimme liittyviä kiinnostavia trendejä ja esimerkkejä

- LOHAS ja sen osana erityisesti terveystrendi; erilaisia terveelliseksi miellettyjä ruokavaliota noudattavat kuluttajat
- Holistinen ympäristönsuojelu, mukaan lukien ilmastonmuutoksen hidastaminen
- Eettisyyden ja läpinäkyvyyden vaatimus yrityksiä kohtaan
- Ajan ilmiöt – mm. kierrätys- ja tuunaustoiminta
- Vertaistalous ja -media
- Brändit, joilla on tarkoitus ('purposeful brands', esim. Dove)
- Yritykset, joilla on missio, mutta jotka silti tavoittelevat voittoa ('benefit corporation'; eri asia kuin non-profit. Esim. Patagonia, Kickstarter)
- "Goodvertizing – Because Advertizing Is No Good"
- Pelillistäminen (gamification)
- Mobiiliratkaisut, esim.
 - CosmEthics: <http://www.cosmethics.com/>
 - Satokausikalenteri: <http://www.satokausikalenteri.fi/>



8